

**RESOLUTION NO. 2004-**

**A RESOLUTION OF THE VILLAGE COUNCIL OF THE  
VILLAGE OF KEY BISCAYNE, FLORIDA, PROVIDING FOR  
SCHEDULE OF FEES FOR USE OF THE VILLAGE'S  
COMMUNITY CENTER; PROVIDING FOR RELATED  
MATTERS; PROVIDING FOR EFFECTIVE DATE.**

**WHEREAS,** the Village Council has previously adopted Village Code Section 2-71, as an enabling Ordinance which provides a mechanism for the establishment of membership fees and other fees for the use of the Village's Community Center by Village Council Resolution; and

**WHEREAS,** the Village's Community Center Advisory Board has recommended a fee schedule for the Community Center; and

**WHEREAS,** the Village Council desires to provide the fee schedule for use of the Community Center as specified herein.

**NOW, THEREFORE, IT IS HEREBY RESOLVED BY THE VILLAGE COUNCIL  
OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, AS FOLLOWS:**

**Section 1.     Recitals Adopted.** That each of the recitals stated above is hereby adopted and confirmed.

**Section 2.     Fee Schedule.**

**(a). General     Fees for Use of Community Center.** That the daily, monthly or annual membership fees for use of the Community Center, for each category of user indicated, are as follows:

	<b><u>Daily</u></b>			
<b><u>Category</u></b>	<b><u>Resident</u></b>	<b><u>Guest</u></b>	<b><u>Monthly</u></b>	<b><u>Annual</u></b>
Adults	\$8.00	\$12.00	\$50.00	\$275.00
Youth (18 & Under)	\$5.00	\$8.00	\$20.00	\$125.00
Senior (55 +)	\$6.00	\$9.00	\$30.00	\$200.00
& Student (25 & Under)				
Couple	N/A		\$70.00	\$350.00
Sr. Couple	N/A		\$50.00	\$300.00
Family	N/A		\$100.00	\$475.00

(b). **Fees for Special Classes.** Fees for special classes shall be established by the Village Manager depending upon the service provider contract entered into between the Village and the instructor for the class. A schedule of fees for classes shall be filed in the Office of the Village Clerk and will be available at the Community Center.

(c) **Waiver of Fees.** The Village Manager shall be authorized to waive or defer fees for the use of the Community Center for those residents who are subject to an economic hardship.

**Section 3.** **Effective Date.** That this Resolution shall be effective immediately upon adoption hereof.

PASSED AND ADOPTED this \_\_\_\_ day of March, 2004.

MAYOR ROBERT OLDAKOWSKI

ATTEST:

CONCHITA H. ALVAREZ, CMC, VILLAGE CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

\_\_\_\_\_  
VILLAGE ATTORNEY



# VILLAGE OF KEY BISCAINE

## Department of Parks & Recreation

### *Village Council*

Robert Oldakowski, *Mayor*  
Jorge E. Mendia, *Vice Mayor*  
Martha Fdez-León Broucek  
Carol Diaz-Castro  
Mortimer Fried  
James L. Peters  
Robert L. Vernon

### *Director*

Todd Hofferberth

Date: February 26, 2004  
To: Mayor and Village Council  
From: Community Center Advisory Board  
Subject: Quarterly Report

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On August 26, 2003 the Village Council approved Ordinance 2003-7 amending chapter 2 of the Village Code by creating the Community Center Advisory Board. On February 10, 2004 the Village Council approved Ordinance 2004-02 adopting standard provisions for Advisory Boards. Section five (v) of this ordinance requires that quarterly progress reports be presented at the first Village Council Meeting in each of the following months: March, June and September. The Board's annual report will be presented to the Village Council in December.

Please find the enclosed supporting document for the March 9, 2003 Community Center Advisory Board's oral report to council.

Agendas and Minutes: (attachment #3)

1. December 11, 2004
2. January 8, 2004
3. January 22, 2004
4. February 12, 2004
5. February 19, 2004
6. February 26, 2004

The Board would like to present two recommendations for the Village Council's consideration at this time. The Board would like to present the recommended fee schedule (attachment #1) and membership and use eligibility guidelines (attachment #2). The Board has voted unanimously on both of these items. The Board has met with the program and operation consultant Ken Ballard and developed a month by month critical path timeline of tasks that needs to be completed before the Community Center is to be opened. Many of the issues that need to be addressed in the coming months are contingent on the resolution of these two items.

### Fees Background:

The attached fee structure options are based on the Key Biscayne Community Center Pro-Forma. The Pro-Forma budget was created with the input from the public, Village Council, Community Center Committee, Finance Department, Parks and Recreation Department and Community Center Advisory Board. The Pro-Forma budget has been a subject in the following public meetings:

1. October 24, 2001 "Recreation Center Public Workshop": The Pro-Forma Budget presented by Ken Ballard and Todd Hofferberth as the Recreation Center Business Plan.
2. November 19, 2001 "Recreation Center Public Workshop": Ken Ballard of Ballard & King presented the Pro-Forma Budget.
3. January 2002 Community Center Committee Information: The Pro-Forma was included in the documents presented to the Community Center Committee as Section two (2) tab seven (7).
4. February 4, 2002 "Community Center Committee Meeting": Ken Ballard of Ballard & King was present at the Community Center Committee meeting to address any questions about the Pro-Forma Budget.
5. June 11, 2002 "Community Center Workshop": The Pro-Forma was presented at the workshop as item three (3), "Summary of the Community Center Operation Pro-Forma and Business Plan and Impact of Survey."
6. February 25, 2003: First reading of an Ordinance to charge fees for the Community Center.
7. March 18, 2003: Second reading of an Ordinance to charge fees for the Community Center.

### Membership Background:

The Community Center's access and membership policy was created with the input from the public, Village Council, Community Center Committee, Parks and Recreation Department and Community Center Advisory Board. The March 25, 2002 "Report of the Community Center Committee" that was adopted by the Village Council recommended the following:

"The membership of the community center should be limited to Village residents and Village employees. Access to specific programs should be limited to members, guests, Village employees, children attending school on Key Biscayne, and children who participate in Key Biscayne Athletic Club programs."

The Community Center Advisory Board recommendation amended the original recommendation and reads as follows:

"General access to the Key Biscayne Community Center is available to Village residents, their guest and Village employees. Membership to the Community Center should be limited to Village residents and Village employees. Access to specific programs should be limited to Village residents, guests, Village employees, children attending school on Key Biscayne and children who participate in KBAC programs."

If this policy is accepted by the Village Council the Village Attorney's office will draft the required resolution for adoption at the March 23, 2004 Village Council meeting.

# **ATTACHMENT #1**

## **Village Of Key Biscayne Proposed Community Center Fees**

<b>Category</b>	<b>Resident</b>	<b>Guest</b>	<b>Monthly</b>	<b>Annual</b>
Adults	\$8.00	\$12.00	\$50.00	\$275.00
Youth (18 & Under)	\$5.00	\$8.00	\$20.00	\$125.00
Senior (65 +)	\$6.00	\$9.00	\$30.00	\$200.00
& Student (25 & Under)				
Couple	N/A		\$70.00	\$350.00
Sr. Couple	N/A		\$50.00	\$300.00
Family	N/A		\$100.00	\$475.00

# Village of Key Biscayne

## Community Center

### Attachment #1

Description	Membership - Based on 6,500 Households		
	15% (975)	20% (1,300)	25% (1,625)
<b>Fees:</b>			
Daily	\$151,241	\$165,095	\$182,414
Monthly	\$26,674	\$29,213	\$31,799
Annual	\$359,997	\$482,257	\$595,597
Corporate/Group	\$5,000	\$5,000	\$5,000
Rental	\$20,000	\$20,000	\$20,000
<b>Programs</b>	\$120,000	\$120,000	\$120,000
<b>Other:</b>			
Pro Shop	\$2,500	\$2,500	\$2,500
Special Events	\$4,000	\$4,000	\$4,000
Vending	\$5,000	\$5,000	\$5,000
Babysitting	\$18,000	\$19,000	\$20,000
Concessions	\$70,000	\$75,000	\$80,000
Photo ID	\$4,000	\$4,000	\$4,000
<b>Total Revenues</b>	<b>\$786,412</b>	<b>\$931,065</b>	<b>\$1,070,310</b>
<b>Personnel</b>	\$596,227	\$596,227	\$596,227
<b>Supplies and Materials</b>	\$92,000	\$92,000	\$92,000
<b>Contractual</b>			
Utilities	\$175,664	\$175,664	\$175,664
Utilities (Pool)	\$20,000	\$20,000	\$20,000
Water & Sewer	\$13,976	\$13,976	\$13,976
Insurance	\$48,000	\$48,000	\$48,000
Contract Services	\$70,400	\$70,400	\$70,400
Other Contractual	\$35,000	\$35,000	\$35,000
<b>Replacement Reserves</b>	\$10,000	\$10,000	\$10,000
<b>Total Expenditures</b>	<b>\$1,061,267</b>	<b>\$1,061,267</b>	<b>\$1,061,267</b>
<b>Net Income (Loss)</b>	<b>(\$274,854)</b>	<b>(\$130,202)</b>	<b>\$9,043</b>

**Community Center Advisory Board**  
**March Report**  
**Attachment #2**

The Community Center Advisory Board recommends the use and membership eligibility statement for the Community Center read as follows:

*“General access to the Key Biscayne Community Center is available to Village residents, their guest and Village employees. Membership to the Community Center should be limited to Village residents and Village employees. Access to specific programs should be limited to Village residents, guests, Village employees, children attending school on Key Biscayne and children who participate in KBAC programs.”*



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# V I L L A G E   O F   K E Y   B I S C A Y N E

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## Department of Parks & Recreation

### *Village Council*

Robert Oldakowski, *Mayor*  
Jorge E. Mendia, *Vice Mayor*  
Martha Fdez-León Broucek  
Carol Diaz-Castro  
Mortimer Fried  
James L. Peters  
Robert L. Vernon

### *Director*

Todd Hofferberth

**Date:** February 26, 2004

**To:** Mayor and Village Council

**From:** Community Center Advisory Board

**Subject:** **Attachment #3: Community Center Advisory Board Meeting Minutes and Agenda's**

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The Following are the agendas and meeting minutes of the following Community Center Advisory Board Meetings:

1. December 11, 2003
2. January 8, 2004
3. January 22, 2004
4. February 12, 2004
5. February 19, 2004
6. February 26, 2004



Village of Key Biscayne  
**Community Center Advisory Board**  
88 West McIntyre Street  
Key Biscayne, Florida 33149  
Thursday, December 11, 2003

7:00 P.M.

1. **CALL TO ORDER / ROLL CALL OF MEMBERS**
2. **WELCOME COMMENTS:** Mayor Robert Oldakowski & Village Manager Jacqueline Menendez
3. **SUNSHINE LAW:** Committee provided with copies of Sunshine Law and overview by Village Attorney Mr. David Wolpin
4. **COPIES OF THE VILLAGES RULES & REGULATIONS FOR COMMITTEES** (pending approval by Village Council)
5. **INFORMATION TO BE PROVIDED:** Discussion of information to be provided to the Advisory Board.
6. **ELECTION OF THE CHAIR PERSON AND VICE CHAIR**
7. **FUTURE MEETINGS:** Develop schedule, location and length of meetings
8. **GENERAL DISCUSSION**
9. **ADJOURNMENT**

**MINUTES**  
**Community Center Advisory Board**  
**Village of Key Biscayne, Florida**  
**Thursday, December 11, 2003**

**Managers Conference Room**  
**88 West McIntyre Street, Suite 210**

**7:00 P.M.**

**CALL TO ORDER/ROLL CALL OF MEMBERS:** The meeting was called to order at 7:10 PM, Present were board members Carlos Battle, Sixto Campano, Bonnie Cooper, Catherine Dowd, Pat Weinman, Suzie Westfall, and \*Jim Leavitt. Also present were Mayor Robert Oldakowski, Manager Jacqueline Menendez, Attorney David Wolpin, and staff members Todd Hofferberth and Paul Abbott.

Village Mayor Robert Oldakowski welcomed the members to the new Community Center Advisory Board (CCAB), and thanked them for their service. Village Manager Jacqueline echoed the Mayors' comments and discussed some of the challenges the CCAB would face.

Village Attorney David Wolpin discussed the Florida Sunshine Law with the CCAB. Mr. Wolpin handed out a document and described how the law applied to this board. Mr. Wolpin provided examples of how the law could be violated. Mr. Wolpin answered questions from board members. Mayor Oldakowski spoke about issues relevant to the Florida Sunshine Law.

Paul Abbott of Skyline Management discussed his role as the owners' representative for the Village. Mr. Abbott described the relationship he will have with the CCAB. Mr. Abbott discussed the time sensitive manner of topics such as Furniture, Fixtures and Extras (FF&E). Mr. Abbott discussed his goal to bring this project in on time within budget.

The CCAB members discussed the time for regularly scheduled meetings. The members agreed to hold meetings on the second and fourth Thursdays of each month in Village Hall at 7:00 PM. The CCAB agreed that the next regularly scheduled meeting would be Thursday, January 8, 2004.

The CCAB discussed the election of a chair and vice chair. The CCAB agreed to have a rotating Chair and Vice Chair. CCAB members with one year appointment would be selected first in alphabetic order then members with two years appointments would also serve in alphabetic order. The terms would rotate every three (3) months. All CCAB members agreed on the format. Sixto Campano was appointed Chair and Catherine Dowd as Vice Chair.

Todd Hofferberth described the information that will be provided to the CCAB. The creation of a list of objectives was discussed. The application of this list to the Community Center construction schedule would identify priority items. Mr. Abbott mentioned that the FF&E was a priority.

Suzie Westfall discussed the Theatre space. Mr. Abbott discussed the items included for the theatre use in the meeting rooms. The CCAB agreed to work with the Key Biscayne Music & Drama Club to insure that the most viable theatre space be created.

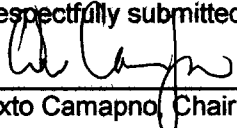
Jacqueline Menendez spoke about fundraising and donations. The CCAB agreed that the issue would need to be investigated. Staff agreed to list examples of fundraising, naming rights, and donations in other similar facilities.

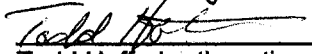
The CCAB discussed the second floor space available for future expansion. A consensus was reached to leave this place as the plans indicate.

The CCAB members and staff introduced themselves to each other.

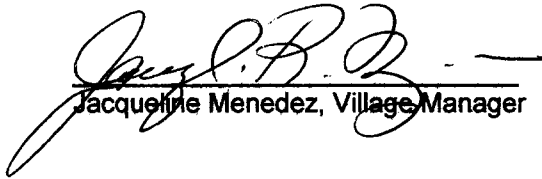
CCAB Chair Person Sixto Campano adjourned the meeting at 9:35 PM.

Respectfully submitted:

  
\_\_\_\_\_  
Sixto Campano, Chair

  
\_\_\_\_\_  
Todd Hofferberth, acting as Secretary

Approved this 12 day of December, 2003

  
\_\_\_\_\_  
Jacqueline Menedez, Village Manager

Village of Key Biscayne  
**Community Center Advisory Board**  
88 West McIntyre Street  
Key Biscayne, Florida 33149  
Thursday, January 8, 2004

7:00 P.M.

**1. CALL TO ORDER / ROLL CALL OF MEMBERS**

**2. APPROVAL OF MINUTES:**

- A. December 11, 2003  
Community Center Advisory Board

**3. AGENDA REVIEW**

**4. REVIEW OF INFORMATION PROVIDED**

- A. Information Folder I
- B. Information Folder II
- C. Architectural Plans

**5. ITEMS FOR FUTURE DISCUSSION**

- A. Additions & Deletions

**6. BALLARD, KING & ASSOCIATES**

- A. Mr. Ballard is available for the January 22, 2004
- B. Organize agenda items to discuss with Mr. Ballard

**7. GENERAL DISCUSSION**

**8. FUTURE MEETINGS**

- A. Regular Committee Meeting  
January 22, 2004 7:00 PM Community Room
- B. Regular Committee Meeting  
February 12, 2004 7:00 PM Community Room

**9. ADJOURNMENT**

**MINUTES**  
**Community Center Advisory Board**  
**Village of Key Biscayne, Florida**  
**Thursday, January 8, 2004**

Community Room  
88 West McIntyre Street, Suite 120

7:00 P.M.

**CALL TO ORDER/ROLL CALL OF MEMBERS:** The meeting was called to order at 7:05 PM. Present were board members Carlos Battle, Sixto Campano, Bonnie Cooper, Catherine Dowd, Jim Leavitt, Pat Weinman, and Suzie Westfall. Also present were Council Liaison Robert Vernon, Youth Council members Rachel Fried and Joseph Pelz, interested party Steve Sonneband and staff member Todd Hofferberth.

Joseph Pelz, Youth Council Mayor, addressed the Committee. Mr. Pelz stated the Youth Council was willing to serve as a liaison to the youth for the Committee. Rachel Fried, Youth Council Media Relations, introduced herself. Joseph described the election process for the Youth Council.

The committee reviewed the minutes from the December 11, 2003 meeting. Jim Leavitt asked that the minutes be amended to reflect that he was present. The motion was moved and seconded. A motion was passed to adopt the minutes as amended.

The committee reviewed the agenda. Mrs. Cooper asked that the agenda include discussion about a site visit. Pat Weinman asked that the agenda include discussion about forming a youth sub committee.

Mr. Sonnabend stated he was interested in fundraising opportunities for the Community Center. The Committee discussed fundraising for the Community Center. Mr. Hofferberth stated that he would get statistics from other facilities.

Pat Weinman relayed her conversation with Ken Ballard about involving the teens and youth in the Community Center. She discussed what a teen advisory committee could provide. Mrs. Weinman discussed soliciting the teens' comments on programs and what should be included in the teen areas. Mr. Leavitt recommended working through the Youth Council. Mr. Pelz discussed the Youth Council's offer to conduct surveys of the youth and teens. Mr. Campano asked that the Youth Council come back to the committee with specific plans. The Committee discussed the issue involved with obtaining valuable information from a survey. Mr. Hofferberth stated that he will work with the Youth Council to develop a questionnaire.

The Committee discussed the information provided about the Community Center. The Committee reviewed the two documents presented to them. The Committee discussed defining the FF&E expenditures. The Committee discussed the capital budget for the FF&E. The Committee discussed fundraising to cover FF&E items.

The Committee participated in a brainstorming exercise. The Committee listed all of the issues that need to be discussed. The Committee then placed these items in categories. The following are the results of the exercise:

**Community Center Advisory Board**  
**List of Tasks/Brainstorming Results**

**Fundraising Development:**

- Wish list items for fundraising
- Naming rights
- Secure items for all necessary equipment and furnishings

**Programming:**

- Coordination of sports activities
- Developing senior program
- Coordination of activities
- Developing youth and teen programming
- Opening events
- Getting teens involved
- Audience development
- Developing health and wellness center/program

**Community/Public Relations:**

- Event Planning
- Communication and public publications
- Promotional budget
- Website and email
- Relationship with KBAC
- Involvement of user groups for suggestions
- Relationship with affected Business'
- Neighbor disputes
- Links to schools
- Links to organizations

**Revenue Opportunities:**

- Rental opportunities
- Merchandising
- Decide how to split money with subcontractors
- Babysitting
- Room Rentals

**Operational Issues/Start-Up:**

- Select program subcontractors
- Systems selection
- Staffing needs
- Hiring personnel
- Marketing
- Building security
- Insurance and liability issues
- Furniture selection
- Equipment selection
- Developing emergency plans
- Getting Village Council approval
- Monitoring Attendees

**Ongoing Operational Issues:**

- Develop security/access procedures
- Hours of operation
- Scheduling
- Operating supplies selection
- Menus for snack bar
- Valet and golf cart parking
- Do we offer towel service?
- Do we offer water?

- Rules and regulations
- Developing party program and pricing

Membership and Guest Policies:

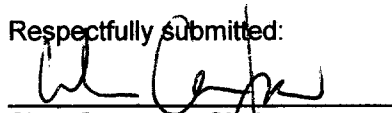
- Deciding who can be a member
- Setting prices
- Membership
- Membership fees
- Definition of residents
- Selling and pre-selling membership
- Guest policy

The Committee discussed how to prioritize these issues.

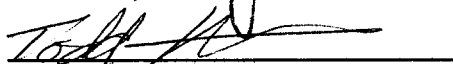
The Committee discussed next week's meeting with Ken Ballard. Topics of discussion and information that should be provided were resolved.

CCAB Chair Person Sixto Campano adjourned the meeting at 9:10 PM.

Respectfully submitted:

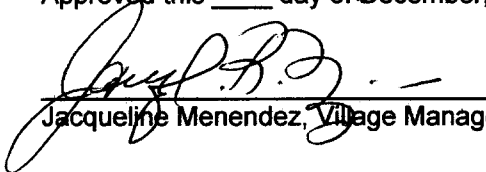


Sixto Campano, Chair



Todd Hofferberth, acting as Secretary

Approved this \_\_\_\_ day of ~~December~~, 2003



Jacqueline Menendez, Village Manager

Village of Key Biscayne  
**Community Center Advisory Board**  
88 West McIntyre Street  
Key Biscayne, Florida 33149  
Thursday, January 22, 2004

7:00 P.M.

**1. CALL TO ORDER / ROLL CALL OF MEMBERS**

**2. APROVAL OF MINUTES:**

A. January 8, 2004  
Community Center Advisory Board

**3. AGENDA REVIEW**

**4. ITEMS INCLUDED IN AGENDA PACKET**

- Brainstorm list (included in minutes)
- Do's & Don'ts list
- Naming right requests to date
- FF&E Budget Information (654,550.97 included in budget)

**5. INTRODUCTION OF KEN BALLARD OF BALLARD & KING**

**6. KEN BALLARD DISCUSSION: ITEMS LISTED ON BRAINSTORMING LIST**

**7. ITEMS FOR FUTURE DISCUSSION**

A. Additions & Deletions

**8. GENERAL DISCUSSION**

**9. FUTURE MEETINGS**

A. Regular Committee Meeting  
February 12, 2004 7:00 PM Community Room

B. Regular Committee Meeting  
February 26, 2004 7:00 PM Community Room

**10. ADJOURNMENT**



**MINUTES**  
**Community Center Advisory Board**  
**Village of Key Biscayne, Florida**  
**Thursday, January 22, 2004**

**Community Room**  
**88 West McIntyre Street, Suite 120**

**7:00 P.M.**

**CALL TO ORDER/ROLL CALL OF MEMBERS:** The meeting was called to order at 7:09 PM. Present were board members Carlos Battle, Sixto Campano, Bonnie Cooper, Catherine Dowd, Jim Leavitt, and Pat Weinman. Also present were Council Liaison Robert Vernon, Mayor Oldakowski, Youth Council members Rachel Fried and Joseph Pelz, interested party Steve Sonneband and staff members Paul Abbott and Todd Hofferberth. The Community Center's planning and operation consultant Ken Ballard of Ballard & King was present.

Mr. Campano moved to approve the minutes as presented. The minutes were accepted by the Board. Mr. Campano opened the agenda review. Mr. Campano asked for an explanation on the financial documents included in the agenda. Ms. Weinman asked if the Youth Council could address the committee so they may return to studying for mid-terms.

Joseph Pelz of the Youth Council presented a draft of a survey for the youth. Mr. Pelz discussed that the survey was created with the input of the youth. He stated the survey would be distributed at the Arts Festival and KBAC basketball finals. Mr. Campano discussed the other methods of soliciting the opinions of the youth. Mr. Pelz discussed distributing the survey to the different schools on the Key. The board discussed what age groups should be targeted. Ms. Wienman stated that the older children who attend school off the Key would be difficult to reach. Distributing flyers on the bus from Coral Gables was discussed. Mr. Campano discussed taping into Father Manny's youth group. Mr. Leavitt discussed finding one representative from each school off the Key that would conduct the survey with their peers. Mr. Ballard stated that these steps were appropriate. He stated that we may want to work with each group separately. Mr. Ballard also recommended being very specific about what you expect from each group and making sure the groups represent a lot of different interests. Mr. Ballard responded stating a simple application might be valuable.

Mr. Campano introduced items included in the agenda. The do's and don'ts list from the St. Louis Design School. Mr. Ballard discussed the task timeline that discusses what needs to happen from month to month prior to opening the facility. This document will be customized for this project. It will give the committee an idea of where we stand presently. The naming rights requests were discussed. They were included in the agenda for informational purposes only. Mr. Hofferberth discussed the FF&E funding information included in the agenda. This information included the \$654,550.97 that is

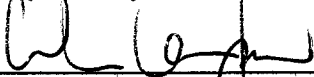
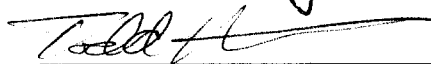
currently budgeted for the FF&E. The Committee discussed the center's FF&E needs. Mr. Ballard stated that we were in the ballpark of what we needed.

Mr. Leavitt asked what we need to do to add equipment in the future. Mr. Ballard stated that we will need a capital budget that includes replacement items as well as new equipment for new programs. Mr. Ballard stated that this can be accomplished in the same manner capital needs are addressed currently through the budget process.

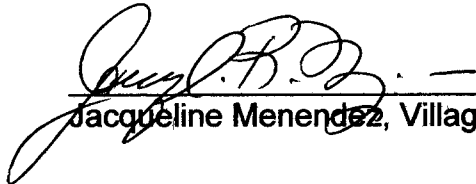
Mayor Oldakowski shared his philosophy that he will be bringing to council. First, he would like to see us break even on the operational cost with no subsidy from the general fund; therefore the fee structure would have to be set accordingly. Mayor Oldakowski stated that the fee recovery would have to account for the operating cost, replacement of equipment and purchase of new equipment. In addition, Mayor Oldakowski stated that he would like to see it discussed as a philosophy that the revenues not only cover the operating cost but they also be able to partially or completely pay for the debt service of the building. Mayor Oldakowski stated that the three (3) components required for the building were the land, the building, and the operating expenses. He stated that he would like this committee to take a serious look at what kind of fee structure would take to accomplish this. Mr. Ballard stated that the second year should demonstrate the peak of market penetration. Usually this takes place in three years but because of the size of Key Biscayne it will probably happen in the second year. Then the issue is maintaining the membership. Mr. Ballard explained the membership growth curve. Mr. Leavitt discussed the impacts of the fee recovery program including how it would impact its negotiation with contract service providers. Mr. Campano and Ms. Cooper asked about the origin of the idea that fee recovery pay for the operating and capital cost. Mr. Oldakowski stated it came from his philosophy on user fees and that if it is rare he does not understand why this community cannot be one of the rare communities that accomplishes this. Mr. Ballard stated that we must come to a consensus quickly on what the philosophy will be because it has a bearing on every single thing we will do in the community center. We are going to have to go through the process of setting fee structures in a month or two.

Mr. Ballard discussed the impact of demanding high fee recovery. As you try to increase your rate of fee recovery your options become very limited. The more you ratchet that up we get on a straight and narrow path and any deviation off this results in you falling off your goals rather dramatically. There are not a lot of options available to you. You become a revenue hound because you are after every dollar and nothing is free. Ms. Cooper stated that by placing a priority on fees you'll be taking the community out of the community center. She felt that there should be a balance with the fees and funding from the Village. Mr. Vernon stated that he thought this was just a philosophy not that if it does not come in with these numbers the community center is shut down. Mayor Oldakowski stated that the recent survey was very clear that people did not want to raise taxes and that there are competing demands across this community far beyond what this committee is dealing with. The current one now is fire staffing and there are the issues of reserves, playing fields, and there are all kinds of things.

Respectfully submitted:

  
\_\_\_\_\_  
Sixto Campano, Chair  
\_\_\_\_\_  
Todd Hofferberth, acting as Secretary

Approved this 12 day of February, 2004

  
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Jacqueline Menendez, Village Manager

Village of Key Biscayne  
**Community Center Advisory Board**  
88 West McIntyre Street  
Key Biscayne, Florida 33149  
Thursday, February 12, 2004

7:00 P.M.

- 1. CALL TO ORDER / ROLL CALL OF MEMBERS**
- 2. SPECIAL PRESENTATIONS**
  - A. Mr. John Devaney: Mike Scholz Charitable Foundation
  - B. Victoria Rodgers, University of Miami: Fundraising
- 3. APPROVAL OF MINUTES:**
  - A. January 22, 2004  
Community Center Advisory Board
- 4. AGENDA REVIEW**
- 5. SKYLINE MANAGEMENT: PAUL ABBOTT**
  - A. Construction costs for fundraising
  - B. Presentation of building review comments
- 6. ITEMS INCLUDED IN AGENDA PACKET**
  - A. Community Center Staffing Report
  - B. Gift Catalog: Fort Collins Senior Center
  - C. Gift Catalog: The Friendship Community Center
- 7. GENERAL DISCUSSION**
  - A. Revenue Recovery Philosophy
- 8. FUTURE MEETINGS**
  - A. \*Special Committee Meeting  
February 19, 2004 7:00 PM Community Room
  - B. \*\*Regular Committee Meeting  
February 26, 2004 7:00 PM Community Room
- 9. ADJOURNMENT**

\*A special committee meeting was scheduled because Mr. Ballard would be in the area

\*\*Resume meeting on the regularly schedule 2<sup>nd</sup> and 4<sup>th</sup> Thursday of the month

**MINUTES**  
**Community Center Advisory Board**  
**Village of Key Biscayne, Florida**  
**Thursday, February 12, 2004**

**Community Room**  
**88 West McIntyre Street, Suite 120**

**7:00 P.M.**

**CALL TO ORDER/ROLL CALL OF MEMBERS:** The meeting was called to order at 7:09 PM. Present were board members Carlos Battle, Sixto Campano, Bonnie Cooper, Jim Leavitt and Pat Weinman. Also present were Council Liason Councilmember Robert Vernon, Mayor Oldakowski, Vice-Mayor Mendia, Councilmember Jim Peters, Youth Council Members Rachel Fried and Joseph Pelz, invited guests John Devaney representing the Mike Scholz Charitable Foundation and Victoria Rodgers from the University of Miami and staff members Paul Abbott, Todd Hofferberth and Maite Miyares .

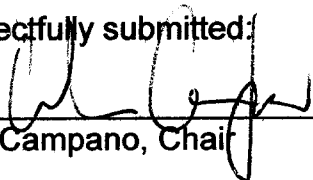
Youth Council Mayor Joseph Pelz presented preliminary results from the survey the Youth Council administered at the Key Biscayne Art Festival. The Survey is divided into age groups 4-9 and 9-18. The survey shows that both age groups want basically the same things. Most of the youth that took the survey said they want a rockwall added to the project. They are also interested in seeing a library, board game nights and video production. The Youth Council hopes this committee takes the results of the survey into consideration. In the next Youth Council meeting they will create a sub group to discuss the Community Center and they will report back to this committee. The Youth Council would like to distribute the survey to the schools on the island. A community service program was also discussed as an activity that can be included as part of the Community Center programming. Mr. Campano invited the members of the Youth Council to attend future committee meetings. They agreed to return and present the final results of their survey.

Mr. Devaney introduced himself and Neil and Susan Scholz, parents of Michael Scholz, a lifetime Key Biscayne resident who passed away. He continued with a description of the Mike Scholz Foundation. He described the foundation as a small Key Biscayne based charitable foundation that is looking to be involved in this community. They plan on donating \$20 thousand to \$50 thousand a year to Key Biscayne environmental and educational organizations. He continues to describe how Mr. Scholz was a terrific athlete and the reason they are here is to see if the board is considering naming the fitness center after someone. They would like that person to be Mike. They are willing to make a contribution as generous as possible from this small organization. Councilmember Peters spoke kindly of Mike Scholz and expressed his hope that this committee considers naming the fitness center after Mike Scholz. Councilmember Peters continues by saying that it would be a very fitting and appropriate tribute to a very special young man. Mr. Campano explained that the committee will be looking into naming rights and they will take this in to consideration.

Ms. Cooper introduced Ms. Ana Gloria Rivas-Vazquez who is representing the Key Biscayne Community Foundation. Vice-Mayor Mendia began by explaining the history of community foundations and what they can do for their communities. He explained the different types of donations the foundation can use and how this board can use this money that is donated. The Key Biscayne Community Foundation has just been formed and established as a corporation. Ms. Rivas-Vazquez was director of the Dade Community Foundation. She explains that a community foundation is very flexible and can create a permanent endowment for Key Biscayne. The Community Foundation can have designated funds. It has great tax advantages and it is flexible. Mr. Leavitt asked a question about the relationship of the Board of the Key Biscayne Community Foundation and the Village Government. Ms. Rivas-Vazquez explained that there is no relationship between the Village Government and the Community Foundation. The Community Foundation can make a grant to government. The Community Foundation will be separate from the Dade Community Foundation but they will use the Dade Community Foundation as a back-office and for the main investments of the foundation. They explained that the Key Biscayne Community Foundation can be a vehicle for the Community Center to raise funds. Currently, a full board is not in place. When forming the Board they will like to be as inclusive as possible in order to have an accurate representation of the Community. Mr. Leavitt stated that he feels the Community Foundation might be in competition with the Community Center Advisory Board if both organizations are fundraising from the same group of people. Ms. Rivas-Vazquez assured that they will not be in competition, that they will ultimately be the Community Center's source of funds. Mayor Oldakowski asked if the naming rights could pass through the Community Foundation in order to give donors a tax incentive. Ms. Rivas-Vazquez answered that this is exactly what they would like to see happen. The Community Foundation will not run their own programs; they will transfer funds to other organizations. Mr. Campano asked Mr. Hofferberth to e-mail the board with a link to the Dade Community Foundation website. Ms. Rivas-Vazquez asked the committee to get in touch with them if they can think of any donors to contact.

Mr. Battle introduced Ms. Victoria J. Rogers, Assistant Vice President for Central Development at the University of Miami. She spoke briefly about her experience with community foundations. Community Foundations have two types of funds, donor directed funds and unrestricted gifts that the board decides whom to grant the money to. She discussed that the Foundation will charge a fee. The Key Biscayne Community Foundation will charge 2% and Ms. Rogers believed that 2% is a good rate. Ms. Rogers spoke on how the Atlanta Community Foundation is one of the most successful and she attributes their success to how well they understand the community. She explains that the first thing you need is a goal. She asked how much the project will cost, and Mr. Abbott presented a \$15 million figure for the building and land and \$1 million to run the Center. Mr. Campano asked how should this committee set a goal. She suggests that this committee should want to raise more than \$15 million to cover the cost of the building and to cover the operation and maintenance of the building. Mr. Leavitt comments that the survey done by Leisure Vision showed that the tax payers have an expectation to have low fees or almost no fees for the use of the Center. Mr. Leavitt suggested to the board that the goal should be large enough to make this possible. Mr. Oldakowski argues that the goal should include the cost of the building and the operation of the building. Mr. Leavitt states that the money raised should be

Respectfully submitted:

  
\_\_\_\_\_  
Sixto Campano, Chair

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Maite Miyares, acting as Secretary

Approved this 19 day of February, 2004

  
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Jacqueline Menendez, Village Manager

Village of Key Biscayne  
**Community Center Advisory Board**  
88 West McIntyre Street  
Key Biscayne, Florida 33149  
Thursday, February 19, 2004

7:00 P.M.

1. **CALL TO ORDER / ROLL CALL OF MEMBERS**
2. **APPROVAL OF MINUTES:**
  - A. February 12, 2004  
Community Center Advisory Board
3. **AGENDA REVIEW**
4. **COMMUNITY CRITICAL PATH**
  - A. Recreation Facility Pre-Opening Task Timeline
5. **FEE STRUCTURE**
6. **FUNDRAISING**
7. **GENERAL DISCUSSION**
8. **FUTURE MEETINGS**
  - A. \*Regular Committee Meeting  
February 26, 2004 7:00 PM Community Room
  - B. Regular Committee Meeting  
March 11, 2004 7:00 PM Community Room
9. **ADJOURNMENT**

\*Community Center Advisory Boards members stated they would review having a third meeting this month during the meeting.



MINUTES  
Community Center Advisory Board  
Village of Key Biscayne, Florida  
Thursday, February 19, 2004

BZP Conference Room  
88 West McIntyre Street

7:00 P.M.

**CALL TO ORDER/ROLL CALL OF MEMBERS:** The meeting was called to order at 7:16 PM. Present were board members Carlos Battle, Sixto Campano, Bonnie Cooper, Katherine Dowd, Jim Leavitt, Pat Weinman, and Susie Westfall. Also present were Alan Fein, Consultant Ken Ballard from Ballard, King & Associates and staff members Todd Hofferberth and Maite Miyares.

The minutes were amended to reflect that Mr. Battle raised the issue of whether or not to accept corporate gifts. Mr. Battle moved to approve the minutes as amended, Mr. Campano seconded the motion. The Board accepted the minutes. Mr. Ballard began to present the Task Timeline, he states that although the Committee has not done everything in the timeline before the 7 or 8 month range there is no reason to be alarmed. He continues to say that most of his clients are not completely on time, he believes as long as the Committee is within one month of the timeline, they are on the right track. Mr. Ballard discussed the staffing philosophy. He explains that once the Committee presents a pro forma the staffing philosophy will be determined. Ms. Cooper asks whether or not all the philosophies the board accepts need to be presented to Council. Mr. Hofferberth believes that by presenting the fee schedule with the pro-forma, the Committee is presenting to council their philosophies. She asks if the fee structure is the only thing that needs to be taken to Council. Mr. Hofferberth believes that once the fee structure is presented, the revenue projections will be presented as well. Mr. Ballard states that the Committee needs to present the fee structure and state that this is the revenue philosophy the Council should adopt. Ms. Cooper believes it was made clear to the Committee that they need to present fees and the amount of subsidy needed. Mr. Hofferberth believes other philosophies, such as staffing solutions, can be presented in their quarterly reports. Mr. Hofferberth asks Mr. Fein if he recalls the Council ever approving the pro-forma presented to Council. Mr. Fein remembers agreeing to have the same fee philosophy as the Coral Gables Youth Center. Mr. Ballard feels the Committee needs a full adoption of the budget including the fee structure. He continues that there were three different revenues presented to the Council and there was never a decision. Mr. Fein remembers that the general consensus of Council was on the \$450 family fee. The final pro forma that was presented used the \$450 number but demonstrated three market penetration possibilities. Mr. Ballard recommends that the Committee use the 20% market presentation as a guide.

Ms. Dowd raised the question whether the salaries presented on the Pro-forma are benchmarked with local agencies. Mr. Ballard explains that the wages are from 4 to 5 years ago. Ms. Dowd wants to make sure that the Village pays competitive wages in order to get qualified personnel.

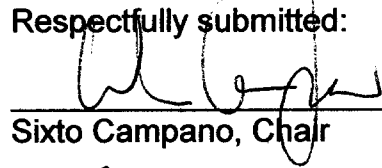
Ms. Cooper feels that they need to get accurate numbers in order to present an accurate budget to Council. Ms. Dowd feels that this is a problem because they have already started to advertise for positions. Mr. Ballard feels that it is not an issue because once you begin to interview you can research what the person will make. He also states that once you benchmark the facility manager everything will come into place after that. Mr. Leavitt would like to ask a question in reference to the job description of the facilities manager. The assistant director has now been changed to the facilities manager. The Committee reviewed the job description and Mr. Hofferberth states that he is the first person to hire because one of his job duties is hiring the rest of the staff. Ms. Dowd wanted to make sure that there is wiggle room in the budget in order to hire the most qualified person. Ms. Westfall asks if there will be a person hired to work with the electronic equipment. She feels that is expensive equipment that needs a professional staff person. Mr. Hofferberth explains that the equipment is not in the FFE budget and the staff person is currently not part of the pro-forma. Ms. Westfall states that this is something the community is expecting.

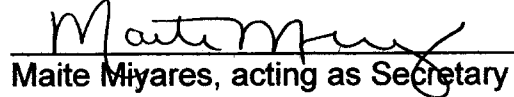
The Committee discussed the timeline in developing the joint use agreements with other entities or groups such as the local schools, the KBAC and therapeutics and physical therapy. Mr. Ballard feels that these agreements can be looked at in months 3 or 4 and can be handled by the facilities manager. He feels the Committee needs to concentrate on bigger things. Mr. Leavitt asks who these entities will be discussing the joint use agreements with; Mr. Ballard suggests that Mr. Hofferberth should make that a duty of the facilities manager. Mr. Campano asks if the target date has moved and the answer is no, it is still scheduled to open October 15<sup>th</sup>. Mr. Leavitt is concerned with the use agreements of the wellness center and states that the Committee needs to take a look at this issue sooner than later. Mr. Hofferberth states that he will work with Mr. Leavitt on this subject. The subject of the use of the gym during the day is brought up by Ms. Cooper. Mr. Ballard suggests that when the Center opens, all the programs do not have to be immediately available. He recommends that the activities and programs are added incrementally. He continues by saying that this Committee does not want to make front end commitments to other organizations until they know what your demand is. Ms. Westfall states that the flip side of that is by having these organizations in the Center; people are coming in and looking at the center. She adds that when the schools use the Center, the children will bring in their families and therefore increase family memberships. Ms. Weinman raised the question on kids that attend schools in Key Biscayne but are not residents. Ms. Cooper agrees that school use is good because it could lead to the families using the center but she is still concerned with over-utilization. Mr. Campano suggested that someone from the Village government should contact the different schools and ask them what their interest in the Community Center is. Mr. Ballard feels that if there is an expectation that there is going to be and if they are willing to pay for the use of the Center. Ms. Weinman asks Mr. Ballard what is his experience with the use of community centers by different community groups. Mr. Ballard states that every community center has different philosophies but that whatever the philosophy is, it needs to be clear cut. Ms. Weinman feels that they need to find a balance between being like a private club and needing too much of a subsidy. Mr. Campano asks Mr. Ballard if there is anything in the timeline that he feels they are very behind in. Mr. Ballard feels that staff needs to take care of most things and then the staff should report to the Committee. Mr. Hofferberth assures the Committee that most of the things on the list are being handled by Village staff, Cummings and Skyline Management. Mr. Hofferberth informs the Committee that Skyline Management has been contracted by the

investigate guest policies in other centers and will report back to the Committee. Mr. Leavitt made a motion to include their request to amend the ordinance that dictates the number of meetings missed by a Committee member in their quarterly report to Council, Mr. Campano seconded the motion. The Committee unanimously approved the motion.

The meeting was adjourned at 10:14 PM by chairperson Campano.

Respectfully submitted:

  
Sixto Campano, Chair

  
Maite Miyares, acting as Secretary

Approved this 26 day of February, 2004

  
Jacqueline Menendez, Village Manager

Village of Key Biscayne  
**Community Center Advisory Board**  
88 West McIntyre Street  
Key Biscayne, Florida 33149  
Thursday, February 26, 2004

7:00 P.M.

- 1. CALL TO ORDER / ROLL CALL OF MEMBERS**
- 2. APPROVAL OF MINUTES:**
  - A. February 19, 2004  
Community Center Advisory Board
- 3. AGENDA REVIEW**
- 4. LEGAL ISSUES/FUNDRAISING**
  - A. David Wolpin, Village Attorney
- 5. FEE STRUCTURE**
  - A. Review of Fee Option III
- 6. GENERAL DISCUSSION**
- 7. FUTURE MEETINGS**
  - A. \*Regular Committee Meeting  
March 11, 2004 7:00 PM Community Room
  - B. Regular Committee Meeting  
March 25, 2004 7:00 PM Community Room
- 8. ADJOURNMENT**

monthly fee at \$30, the senior couple monthly fee at \$50, the couple fee at \$70 and the family monthly fee at \$100, the adult annual fee at \$275, the youth annual fee at \$125, the senior and student annual fee at \$200, the couple annual fee at \$350, the senior couple annual fee at \$300, and the family annual fee at \$475. The Committee unanimously approved the motion.

Mr. Campano makes a motion to define a family membership as four household memberships, and each additional child pays half price. Ms. Westfall seconded the motion, and the Committee unanimously approved the motion

The adopted rate schedules will be sent by e-mail to each committee member and each committee member needs to e-mail their approval of the adopted rate schedule so that it can be presented to council at the March 9, 2004 meeting.

The meeting was adjourned at 8:45 PM by chairperson Campano.